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ABSTRACT

This document contains the results of the National Board of YMCA's (Young Men's Christian Association's) deliberations and actions on "Preparing for the Seventies" at its meeting in October 1968. It is for the purpose of providing clarification and assistance to individuals and groups responsible for implementation of the National Board's recommendations. Contents include a description of the study of the Seventies, action recommendations to the National Board from the work groups, and an evaluation of the study. Included are recommendations to member groups to establish commissions to: (1) develop means to insure representation of youth, young adults, women, and minority groups on staff and all policy making bodies; (2) reexamine the guidelines for "position taking" used previously and formulate new ones to identify issues and to move to effective action; and (3) develop ways for reaching the urban youth and poor through interagency programs. Appendixes include the working papers and illustrative action alternatives. (dm)

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PREPARING FOR THE SEVENTIES

Report of the Work of the
National Board of YMCAs

October 18-19, 1968
Chicago, Illinois

Research and Development Services
National Board of YMCA's
291 Broadway
New York, N. Y. 10007

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I. Description of the "Seventies" Process

Since late 1967 the National Board of YMCAs, primarily through its Research and Development Division, has been engaged in surveying the key trends projected for the 1970's and exploring their implications for the YMCA. On October 18 and 19, 1968, in its regular meeting at Chicago, Illinois, the National Board dealt intensively with the matter of "Preparing for the Seventies". This document contains the results of these deliberations and is designed to be helpful to those individuals and groups responsible for implementation of the recommendations.

A brief description of the process in which the National Board was involved follows.

Preparatory Work - Prior to the October meeting of the National Board, each Board member received a copy of the working paper titled, "Preparing for the Seventies" (Appendix A), and was requested to study this paper before arriving in Chicago. The working paper was prepared by the Research and Development Division and represented a distillation of considerable data and the identification of eight matters for action planning and development. Board members were requested to select one of the eight matters on which they would like to work.

The Research and Development Committee and the Program Services Committee, meeting independently, were requested to consider the working paper and to brainstorm illustrative action alternatives for each of the eight items. The results of these efforts were edited and are included in this document as Appendix B.

Purpose of the National Board's Work - The National Board's session on the Seventies was for the purpose of producing recommendations which would set the Board's resources in motion to do certain planning and developmental work on the eight matters identified in the working paper. It should be made quite clear that the Board was not requested to do the actual action planning and developmental work but rather to:

1. specify as much as possible the nature of the action planning and developmental tasks to be done;

2. formulate recommendations for Board action which would set the Board's resources in motion to produce the work.

Working Procedure - Following dinner on Oct. 18, James M. Hardy, Executive of the Research and Development Division, briefly reviewed the working paper and explained the work group assignments and tasks. In order to project the Board into the next decade, a five minute

tape was played. This tape was made by an 11 year old boy, a 12 year old boy and a 14 year old girl, all of whom will grow into adulthood in the next decade. These youngsters reviewed some of the technological innovations that will be a part of the mood of the Seventies.

The Board then met in eight work groups, with each work group dealing with one of the eight matters suggested for action planning and developmental work. Work groups varied in size from 10 to 16 members, with a total of 102 participants. Work groups were in session for approximately two hours each. As a part of their work, each work group considered the appropriate set of "Illustrative Action Alternatives" developed by the Research and Development and the Program Services Committees (Appendix B).

Following the work group meetings, the group recorders submitted written reports and were individually interviewed by Dr. Ronald O. Lippitt and members of the Research and Development Division staff in order to clarify the recommendations and suggestions produced by the work groups. The recommendations were then edited, organized by referral categories, and reproduced. Dr. Lippitt presented the recommendations to the National Board on October 19, and following discussion and some changes, the recommendations were unanimously approved (see pages 4 to 7). It should be noted that not all of the efforts of the work groups resulted in recommendations for the National Board. Other suggestions, ideas and comments produced by the work groups were edited and are included in this document as Appendix C .

Leadership - The leadership team for each of the National Board work groups was composed of a discussion leader, two resource persons and a recorder. Members of all of the leadership teams attended a Leader's Briefing Session prior to the National Board meeting. At this session the various leadership roles were clarified, a suggested agenda and time allocation was reviewed and supportive materials were distributed. The leadership teams for the eight work groups are shown on the following page.

Leadership: National Board Work Groups

Group	Discussion Leader	Resource Persons	Recorder
1. Teenagers and Young Adults	Ronald Evans	A. Ellsworth J. Fisher	R. Atkinson
2. Constituent Service	Charles Wellborn, Jr.	R. Harlan L. Hall	J. Eggleston
3. Involvement	Oscar Martin	Debra Barndt John O'Melia	R. MacMorran
4. Position Taking	E. Burdette Boileau	Clarence Mease J. E. Sproul	L. Emmons
5. Employed Leadership	Richard C. Kautz	R. Batchelder N. Kemp	D. Reed
6. Collaborative Urban Efforts	N. Conover English	R. Scruggs R. Dye	M. Clowers
7. Families	Ronald Lippitt	J. Copeland R. Lippitt	G. Bottomley
8. Organizational Development	I. C. Chapman	F. A. Replogle C. Carey	J. Johnson

II. Action Recommendations to the National Board From the "Seventies" Work Groups

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The following recommendations were derived from the more detailed reports of each of the National Board Work Groups that met on Oct. 18, 1968. The recommendations and dispositions indicated below were approved by the National Board of YMCA's on Oct. 19, 1968. Working papers, containing the detailed production of each National Board Work Group, are available from the National Board's Research and Development Division.

A. Recommendations to the Executive Committee of the National Board

1. Recommended that a special ad hoc committee be appointed and commissioned to develop and operationalize a variety of methods to insure the representation of youth, young adults, women, and minority segments of the membership on Boards of Directors, Committees and other policy making groups in local YMCAs and on Councils, Assemblies and Committees at the Regional, Area, State and National levels; and that the action suggestions of Work Groups 1 and 3 be considered as possible methods to accomplish this task.

   (This recommendation came from three separate Work Groups.)

2. Recommended that an ad hoc commission composed of highly competent YMCA involved youth and adults as well as some persons outside of the YMCA be appointed to:

   a. examine guidelines for "position taking" used in the past, and formulate and propose procedures for current position taking,

   b. establish guidelines for moving from position statements to effective action,

   c. institute a process of issue identification as perceived by YMCA constituents.

   Progress reports should be made as follows:

   First report - Feb. 1969 Board meeting;

   Second report - June 1969 National Council meeting;

   Final report - Oct. 1969 Board meeting.

B. Recommendations for the 1969 Convention Committee

1. Recommended that the convention committee be requested to consider the design of programs and incentives which urge local YMCAs to send as many delegates under 25 years of age as those over 25 years of age.

2. Recommended that the convention committee be requested to include a "How To Do It" workshop on recruiting, orienting, and training of persons in volunteer service opportunities.

C. Recommendations for the Research and Development Committee

1. Recommended that the R & D committee conduct a study of YMCAs in which the participation of teen agers and/or young adults is growing and discover why and with what results.

2. Recommended that the R & D committee develop models for more effective recruiting and training of volunteers, with the collaboration of the National Board's Training Department and Program Services Department.

3. Recommended that the R & D committee conduct a systematic search for and documentation of effective programs for reaching and involving lower socio-economic class families.

D. Recommendations for the Program Committee

1. Recommended that the Program Committee formulate and report back to the National Board specific steps for the development of new program methods, or the revitalization of present ones, for reaching a significantly larger number of teen agers and young adults, particularly young men and young parents.

2. Recommended that the Program Committee in collaboration with the Urban Action Commission experiment with collaborative models with such agencies as labor unions, employer groups, inner-city churches, Planned Parenthood, and inner-city schools in meeting the needs of families.

3. Recommended that the Program Committee in collaboration with the Research and Development Committee develop a variety of experimental models in selected Associations for working with families.

E. Recommendations for the Personnel and Management Services Committee

1. Recommended that in view of the crisis in employed leadership that the Personnel and Management Services Committee be requested to immediately institute a re-examination of the YMCA's total manpower development program. In this effort it is recommended that the resources of the Lay and Staff Ad Hoc Committee of the P & M Division and the Manpower Development Task Force of the YMCAs in the 50 largest American cities be utilized. The re-examination of the total manpower development program should include:

   a. the need for commitment to an open vacancy placement system,

   b. opportunity structures for Black Directors,

   c. formulation of a manpower pool for employment and re-deployment of staff,

   d. the need for a highly improved method of distribution of personnel information,

   e. identification of new skills needed within the YMCA and sources available either inside or outside the YMCA.

F. Recommendation for the Buildings and Furnishings Committee

1. Recommended that in view of the increased mobility of people and the changing nature of communities, that the Buildings and Furnishings Committee be requested to give consideration to temporary and flexible forms of building construction.

G. Recommendations for the Executive Director

1. Recommended that the Executive Director refer to the appropriate operating committees or staff units of the National Board the following items for action planning and development:

   a. Development of confrontation models and materials to assist local board and constituent groupings in confronting some of the major issues facing society (i.e. white racism, inter-generational conflict, improvement of inner city schools, Youth-Authority, suburban and inner city problems, etc.)

   b. Giving special recognition and support to YMCAs that are taking risks in experimenting with program innovations related to the urban crisis.

   c. Development of new models for training professional and lay leaders in family life education, with emphasis on reaching and involving indigenous leaders in inner city settings.

   d. Development of new models for training all professional and lay leaders in the problems of racism, urban mass culture and international conflict to help them deal more intelligently and immediately with such existing and projected problems.

III. Evaluation of the Process

Method - At the conclusion of the two hour work group sessions on Oct. 18, 1968, each work group participant was requested to complete an evaluation instrument concerning:

1. the resource document, "Preparing for the Seventies";
2. work group productivity;
3. participation and involvement of work group members;
4. participation and involvement of self;
5. future use of the process by the National Board.

Eighty-two participants completed the instruments as requested. In addition, the recorder in each of the eight work groups was requested to evaluate:

1. work group productivity;
2. participation and involvement of members;
3. the group Chairman;
4. the resource person.

The Results - Both participants and recorders were requested to evaluate each item on a five point scale: 5 = Excellent; 4 = Quite Good; 3 = Good; 2 = Pretty Poor; 1 = Very Poor. For the question, "Should National Board Work Groups be asked in the future to do similar action planning and developmental work on key concerns?", the scale was changed so that 5 = very definitely yes and 1 = very definitely no. The data were tabulated and analyzed by work groups. The mean scores of each work group along with a composite score of group effectiveness (composed of production and participation scores), are shown in the following table.

TABLE 1

Participant Evaluation
(N=82)

ITEM EVALUATED:	WORK GROUPS: Teenager Young Adults	Constituent Service	Involvement	Position Taking	Employed Leadership	Urban Efforts	Families	Organizational Development	Composite
Resource Document	4.1	4.0	3.6	3.7	2.9	3.8	4.3	3.8	3.8
Productivity	3.8	3.9	3.5	3.4	3.5	3.8	3.8	3.3	3.6
Participation Involvement	4.1	4.1	4.0	3.8	3.7	4.5	3.8	3.8	4.0
Own Participation	3.0	2.4	2.6	3.1	3.0	3.0	3.1	2.5	2.8
Continue in Future	4.8	4.3	4.7	4.3	4.5	4.8	4.8	4.5	4.6
Composite Group Effectiveness (Production and Participation)	3.6	3.5	3.4	3.4	3.4	3.8	3.6	3.2	3.5

It should be noted that the composite group effectiveness score of recorders was 3.4, which is very close to the composite participant score of 3.5, thus corroborating the participants' perceptions of effectiveness as between "good" and "quite good". In addition, the recorders' mean rating of the group Chairman was 3.3 (good), while the recorders' rating of the resource persons was 3.8 (quite good).

Conclusion - From an examination of the evaluation data the following conclusions have become apparent:

1. The resource document, "Preparing for the Seventies" was rated as "quite good" by participants (composite score of 3.8).

2. The productivity of the work groups was rated as being between "good" and "quite good" by participants (composite score of 3.6).

3. The participation and involvement was rated as "quite good" (composite score of 4.0) by participants, although members rated their own participation as "good" (composite score of 2.8).

4. The effectiveness of the work groups (productivity and participation) was rated by both participants and recorders as being between "good" and "quite good" (composite participant score 3.5, composite recorders score 3.4).

5. Recorders rated the group chairman as "good" (mean score 3.3) and the resource persons as "quite good" (mean score of 3.8).

6. Participants felt that the National Board work groups should very definitely be asked in the future to do similar action planning and developmental work on key YMCA concerns (composite score of 4.6). Specifically, 92 per cent responded affirmatively when asked if this method of work should be used by the National Board in the future on other key concerns, while only one participant responded negatively. This represents very impressive support on the part of National Board members for doing intensive action planning and developmental work in small groups around sharply focused issues. It should be noted that several Board members felt that the allotted time was inadequate and that more than two hours should be scheduled for this kind of work session.

IV. Appendices

Appendix A

"Preparing for the Seventies"

This working paper was prepared by the Research and Development Division and was mailed to the members of the National Board for study prior to the National Board meeting in Chicago, October 19-20, 1968.

PREPARING FOR THE SEVENTIES

A Working Document for Use by the National Board of YMCAs

Introduction

Attempting to grasp the shape of the future is risky business. Indeed, there are those who believe that it is either "mission impossible," "incredibly dull," or "ambiguously useless." "Impossible" if crystal ball gazing is employed and reference is made to unique future events which represent discontinuities with the past; "dull" if only projections of present trends are made; and "useless" if projections are qualified to the point of multiple variations depending upon one's assumptions. Nevertheless, any serious examination of the prospects for the next decade makes at least one thing seem very certain - the 1970's will produce profound and far reaching changes which will vitally effect every YMCA in the United States.

The National Board of YMCAs recognized that in order for the YMCA to remain relevant in the next decade and work effectively at the achievement of its purpose, it would be necessary to institute planning processes based on the best available knowledge of what the situation is likely to be in the Seventies. Consequently, in late 1967 the National Board authorized its Research and Development Services Division to conduct a project using the most effective and sophisticated processes possible to survey the key trends projected for the 1970's and to explore their implications for the YMCA. This task has been completed and reported under the title of The Issues of the 1970's: Report of Phase I. The results of this effort are now being used by the National Board's Constituent Services Division as a basis for Phase II of the total project. The purpose of Phase II is to involve local YMCAs in confronting the issues of the 1970's and engaging in planning activities to prepare for the next decade. In addition, it is anticipated that Phase II will provide data from local YMCAs which will identify policy decisions that need to be made at all levels of the organization and provide a basis for setting future goals and establishing operating objectives which are specific and measurable. Proceeding simultaneously and closely coordinated with

Phase II is the work of the Convention Committee as it uses the report of Phase I as a basis for planning the program for the 1969 National Convention. Quite obviously the ways in which the results of Phase I of the project are being used are extremely important and will be the subject of future considerations by the National Board. However, the work which has been accomplished to date makes it quite evident that there are several matters which need immediate action planning and developmental attention by the National Board and its component units in order to prepare for the decade ahead. The purpose of this paper is to identify, out of a mass of data, some of these matters for immediate consideration by the National Board.

It is not assumed that the planning and development items identified in this paper are all of the matters necessitating immediate attention. Undoubtedly there are others. Those identified in the following pages have emerged from A) the research retrieval and analytical efforts of the project; B) a 4 day consultation on the 1970's attended by 30 YMCA lay and staff leaders; C) meetings of the National Board's Senior Staff Executives; and D) extended considerations by the National Board's Research and Development Committee. Still, however, the intent has not been to be exhaustive but rather to provide a point of departure on some important matters.

This paper is organized as a working document. Eight matters necessitating action planning and developmental attention are identified in the following pages. Although several of the matters are inter-related, they are presented separately in order to facilitate productive work on each item. A prior policy base or related National Council action exists for each of the eight items and the most recent is referenced and briefed in this paper. Consequently, it is assumed that no policy decisions are necessary on the part of the National Board in order to proceed with work on the eight items. In addition, the recent experience of the organization as related to each item, is briefly presented. Finally, some of the future trends that are related to the items are specified. Due primarily to space limitations, the specification of related trends deals only with selected indicators and in a very modest fashion. Those who are interested in a more complete description of the trends of the next decade are referred to the report of Phase I.

Matters Necessitating Action Planning and Development

To prepare for the 1970's the YMCA needs to:

1. **DEVELOP NEW PROGRAM METHODS, OR REVITALIZE PRESENT ONES, IN ORDER TO REACH A SIGNIFICANTLY LARGER NUMBER OF TEENAGERS AND YOUNG ADULTS, PARTICULARLY YOUNG MEN**

Most Recent National Council Action Providing Policy Base: In 1957 and again in 1963 the National Council took action directly related to this matter. Essentially, these actions called for giving renewed effort to attracting and meeting the needs of young men and young women (17-25 years of age) through more vital programs.

YMCA Experiences: Since 1957 the smallest percentage increases in YMCA membership have been recorded in the 15-17 and 18-24 year old age categories. Indeed, males 18-24 years of age have shown a decrease of one per cent since 1957. For the same period the greatest growth in the general population of the United States was recorded in these two age-sex categories. These trends indicate that during the past decade the YMCA has been losing ground with teenagers and young adults, particularly young men, when compared with the general population. Similarly, the number of Jr. Hi-Y Clubs, Hi-Y Clubs, and Young Adult Clubs has decreased 34 per cent, 18 per cent and 13 per cent respectively since 1957.

Related Future Trends: 1) Projected growth of YMCA membership by age-sex categories is in direct opposition to the projected growth in the general population; 2) The rate of population increase is predicted to be sharpest for young adults and teenagers - the age categories in which YMCA membership growth will be slowest. Continuation of these trends will result in the YMCA serving a significantly smaller proportion of the total population of teenagers and young adults; 3) Continuation of present trends indicate that by 1975 the number of Hi-Y Clubs will be 17 per cent less than at present, Jr. Hi-Y Clubs 44 per cent less and Young Adult Clubs 6 per cent less.

To prepare for the 1970's the YMCA needs to:

2. **DEVELOP NEW ROLES AND FUNCTIONS THROUGH WHICH CONSTITUENTS CAN BE OF SERVICE TO OTHERS AND DEVELOP CREATIVE PROGRAMS FOR RECRUITING, ORIENTING AND TRAINING PERSONS TO PERFORM IN SERVICE CAPACITIES**

Most Recent National Council Action Providing Policy Base: In 1964 the National Council took action recommending the establishment of a service corps of young men and young women in cities throughout the United States to provide opportunities for service.

YMCA Experience: A single definitive and comprehensive measure of service opportunities provided by the YMCA is not available. However, the available data indicate that constituent involvement in service capacities has not kept pace with other growth indicators. Since 1957 the number of persons serving on boards, committees and councils has increased only 13 per cent compared to an increase of 43 per cent in YMCA membership during the same period. Also, during the past decade there has been a persistent trend toward proportionately fewer groups being led by volunteers and proportionately more being led by paid leaders. In 1957, 53 per cent of all groups were led by volunteers, compared to 45 per cent in 1967. Correspondingly, only 22 per cent of all groups were led by paid leaders in 1957, compared to 34 per cent in 1967.

Related Future Trends: 1) The populace of the 1970's will be younger, better educated and more mobile, thus necessitating increased sophistication in recruiting and training programs on the part of volunteer service organizations; 2) Many persons in the next decade will find themselves dispossessed in one way or another of lifelong jobs, of favored views, of a sense of being in close touch with what is happening to man and his world. Anxiety, depression, annoyance and hostility arising from felt incompetence and in reaction to being pulled out of deep ruts will accompany forced changes in jobs and viewpoints; 3) Cybernetic systems will increase leisure time and result in work becoming less important as the center of life. Those who will have the most leisure will be the skilled employed workers whose training has been almost exclusively job-oriented, and the unskilled unemployed. Neither group has had much training or experience in the techniques of human enrichment and self-fulfillment. Although there may well be an increasing availability of educational opportunities focused upon self-fulfillment goals, many people may prefer to use their time to become thrill-seekers, to become passive spectators at sports or entertainment events, or to sit in front of the TV set and be anesthetized into the "good" life; 4) Since cybernetic systems are more efficient if operated on a 24 hour a day basis, an increasing portion of both white collar and blue collar personnel will be working on other than the "normal" 9 a.m. to 5 p.m. schedule.

To prepare for the 1970's the YMCA needs to:

3. **DEVELOP NEW WAYS OF INVOLVING PEOPLE (PARTICULARLY YOUTH, YOUNG ADULTS, WOMEN AND MINORITY SEGMENTS OF THE MEMBERSHIP) IN DETERMINING THEIR OWN PROGRAMS AND POLICIES**

Most Recent National Council Action Providing Policy Base: In 1968 the National Council requested study of the Constitution and preparation of a Constitutional amendment to provide for nomination and election to the National Council and National Board of a fair representation of younger persons, women and girls and minority group members. The Council also recommended that Regions/Areas/States and local Associations invite increased participation of younger members, women and girls and minority group members in all responsible organizational structures.

YMCA Experience: Since 1957 the proportion of both women and girls under 18 serving on boards, committees and councils has increased one per cent. During the same period the proportion of boys under 18 serving on boards, committees and councils decreased five per cent. A study of YMCA boards and committees found that "boards and committees tend not to reflect the characteristics of the membership of the YMCAs they direct." Numerically, clerical and blue collar occupations and minority segments of the membership are under-represented at policy making levels.

Related Future Trends: 1) In the next decade there will be a substantial increase in the expectations of people to influence and control the policies and programs directly affecting them; 2) The accelerating rate of advance in technological and scientific discoveries and the increasing regional-national-international interdependence will lead toward an increasingly complex society and an increasingly unsurmountable information barrier which will limit the intelligent and active participation in government of the average citizen; 3) Those who need to pursue their values or relieve their frustrations and sense of disconnectedness through action will increasingly do so through involvement in local civic and political issues and through participation in voluntary service organizations where the values involved will be familiar and malleable; 4) Continuation of present trends indicate that those serving on YMCA boards, committees and councils will not reflect the characteristics of the general membership of YMCAs they direct.

To prepare for the 1970's the YMCA needs to:

4. **DEVELOP GUIDELINES AND PROCESSES FOR TAKING POSITIONS BASED ON ITS VALUE COMMITMENTS AND GIVING LEADERSHIP TO SOCIETY IN THE DIRECTIONS IT BELIEVES SOCIETY SHOULD BE MOVING**

Most Recent National Council Action Providing Policy Base: In 1968 the National Council recommended that each unit of the YMCA be prepared to share in the development of public opinion and public policy by taking positions on the issues that have deep bearing on the lives of persons.

YMCA Experience: Traditionally the YMCA has utilized the open platform as an educational method to assist persons in developing their own views on major social problems and issues. In some cases, however, specific units of the organization including the National Council, have taken positions on public issues.

Related Future Trends: 1) In the years ahead there will be increased turmoil, argument and confusion over what is to be valued in society and what priorities society should have; 2) Those organizations which will be in the vanguard of the future will be those which are not content to reflect passively the society around them, but which, based on their value commitments, will push society in the directions they believe it should be moving; 3) A growing group of the most talented, sensitive, and searching young adults and adolescents will be repelled by what they interpret as politicing, commercialism, high pressure bureaucracy, and the "big" society... uncynical commitment to an uncorrupted task will be their goal; 4) There will be a shift in the centers which influence values in society. The shift will be away from the home and the church and toward the school and various non-institutional influences on values.

To prepare for the 1970's the YMCA needs to:

5. ASSESS ITS TOTAL LEADERSHIP REQUIREMENTS, WITH PARTICULAR EMPHASIS ON EMPLOYED STAFF, AND TO DEVELOP IMAGINATIVE WAYS OF INCREASING THE TOTAL RESOURCES AVAILABLE TO MEET THESE REQUIREMENTS

Most Recent National Council Action Providing Policy Base: In 1956 the National Council called for a re-appraisal of personnel practices to assure the YMCA of being in a position to attract and hold professional staff. In 1960 the National Council recommended a series of steps concerning recuiting and education for the YMCA secretaryship and approved various proposals for personnel administration.

YMCA Experience: Since 1957 the number of professional staff has increased only 6.5 per cent compared to an increase of 43 per cent in YMCA membership. The number of new entrants during the period has been almost completely offset by increases in separations, in spite of a rise of 62 per cent in the median salary of professional staff since 1957. By contrast, the number of part-time Group 2 employees has increased 80 per cent during the past decade while the number of full time Group 2 employees has increased only 15 per cent.

Related Future Trends: 1) Continuation of present trends indicates that by 1975 the greatest growth in program and administrative employees will occur in the part-time Group 2 category, increasing 41 per cent over present levels. Full-time Group 2 employees will increase 15 per cent, while the number of professional YMCA Directors will increase only 4 per cent; 2) It is quite apparent that in the Seventies, increased reliance will be placed on part-time employees to meet the needs of a rapidly expanding membership; 3) During the next decade an increased number of the most talented young adults will seek expression and careers in the arts, the humanities, in teaching, in social service in the emerging nations and at home, in organized and unorganized political action and social protest.

To prepare for the 1970's the YMCA needs to:

6. DEVELOP METHODS OF COLLABORATING WITH OTHER ORGANIZATIONS, IN FINDING SOLUTIONS TO THE MULTITUDINOUS PROBLEMS OF URBAN CENTERS, WITH PARTICULAR EMPHASIS ON FINDING SOLUTIONS TO THE CONFLICT BETWEEN BLACK DEMANDS FOR POWER AND SELF-DETERMINATION WITH WHITE REACTIONS OF APATHY, FEAR, AND COUNTER AGRESSION

Most Recent National Council Action Providing Policy Base: In 1968 the National Council recommended that YMCAs join with others in "coalitions of effort" to give more and better coordinated attention to the problems of the poor. In addition, the Council recommended that YMCAs assume responsibility for bringing persons together for "up close" confrontations, involving representatives of diverse elements within their cities.

YMCA Experience: With certain notable exceptions (such as Chicago, Philadelphia, St. Louis, Bridgeport, Connecticut, Reading, Pennsylvania) YMCA's have had limited experience in working collaboratively and systematically with other organizations in meeting the needs of the cities.

Related Future Trends: 1) Urban centers will become the collision point between blacks and whites; 2) By 1975 about three out of four persons will live in America's cities. In most of the nation's largest cities the proportion of Negroes will increase significantly; 3) The urban areas of the Seventies will continue to be plagued with many problems and constant efforts will be made to restore the city as a stimulating center of creative human activity. As the population becomes better educated and more affluent it will probably be less tolerant of poverty and unnecessary hardship; 4) In both the private and public sectors there will be increasing recognition that the urban environment must be improved or it will explode in a disaster unlike any in the nation's history; 5) The gap between the HAVEs (wealth, education, mental ability, skills and access to power) and the HAVE NOTS will continue to grow; 6) It is unlikely that during the rext ten to twenty years we will, on the wholesale and articulated scale required, reorient the motives, skills, and aspirations of the under-privileged adolescent or adult so he may join as an equal those so trained since childhood. This raises enormous problems in the light of the disproportionately large Negro population likely to be in this category. It also raises enormous problems regarding the social roles of the mentally under-endowed; 7) A disproportionately large part of the unskilled work force will be non-white, especially Negro, at least for the next two decades, simply because this segment of the non-white population will continue to receive education inadequate for more demanding jobs.

To prepare for the 1970's the YMCA needs to:

7. **DEVELOP MEANINGFUL WAYS TO INVOLVE THE RAPIDLY INCREASING NUMBER OF FAMILIES AND ASSIST IN STRENGTHENING FAMILY LIFE AND FULFILLING FAMILY FUNCTIONS**

Most Recent National Council Action Providing Policy Base: In 1957 the National Council took action calling for the YMCA to expand the opportunities for membership and programs with the family unit.

YMCA Experience: Since 1957 the number of YMCAs providing family membership has increased 87 per cent while the number of persons enrolled under these plans has increased 110 per cent. A study of work with families in the YMCA which was completed in 1966, indicates that YMCA family membership plans are primarily a way of economically enrolling persons for individual participation and that present family programming is largely recreational and does not contribute significantly to the strengthening of family life. The data also indicate that the vast majority of families in the YMCA are middle class families, with very limited involvement of lower socio-economic class families and few program provisions for broken families.

Related Future Trends: 1) The rising population of young adults will result in a concomitant upsurge in marriages for the 1970's; 2) By 1975 the number of YMCA members enrolled under family membership plans will total over 1 million and constitute about 25 per cent of the YMCA's year-end membership. In addition, over half of the YMCAs in the United States, by conservative estimates, will provide a family membership plan by 1975; 3) The inability of many parents to deal consistently or meaningfully, in terms of their values, with the rapidly changing world (both the big one and their children's), or their indifference in the face of their offsprings' enthusiasm or despair about the world, will for many youth emphasize the older generation's incapacity to deal with many of the basic needs of the younger; 4) The continuing shift of population from rural to urban centers will continue to break the remaining family roots of the city immigrants....physical separation of the urban and rural parts of the family will undoubtedly lead to divergence of values and life styles; 5) Cheap and effective oral contraceptives will become available and these, combined with several other factors (such as a consumer-oriented economy with its explicit approval of self-indulgence, high physical mobility, splintered value systems, the emotional insecurities posed by the persistent threat of war and of unemployment, etc.) will encourage extensive experimenting with pre-marital sex by youth and with extra-marital sex by adults; 6) The home will have a decreasing influence on the values of youth and the values of society. The role of the family as the behavior-constraining and behavior-defining agency for youth will decline.

To prepare for the 1970's the YMCA needs to:

8. **DEVELOP AND USE A VARIETY OF SELF-RENEWAL MECHANISMS IN THE NATIONAL ORGANIZATION AND DEVOTE SUBSTANTIAL RESOURCES TO A LONG TERM PROGRAM OF ORGANIZATIONAL DEVELOPMENT**

Most Recent National Council Action Providing Policy Base: In 1968 the National Council accepted the report and recommendation of the Organizational Study Commission. In part the report urged that organizations be regarded as a flexible, adaptable instrument for attainment of objectives and carrying out of policies and programs rather than as a rigid structure.

YMCA Experience: Since 1965 the Organizational Study Commission has been working at the task of examining the structure, services, staff arrangements and financing of the National Council and its field organization to determine their adequacy for achieving the established directions and goals for the National Movement and for meeting the demands of the time. The results of this examination (in the form of specific recommendations, directions and guidelines for changes and improvement), are in the process of being implemented. The Commission has stated, however, that as a result of its studies and inquiries, that it "has become increasingly aware that there are many facets of the operation of the National YMCA organization which need continuing review, evaluation, up-dating, and streamlining."

Related Future Trends: 1) With the proliferation of volunteer organizations, the ones which will be ignored or will become obsolete in the future will be those which do not build an organizational structure which provides opportunity for innovations, flexibility and wide involvement, enabling them to be dramatically relevant to the changing needs of people; 2) The rapid and intense changes of the next decade will make it imperative for organizations to effect continuous processes of organizational self-renewal; 3) The viable organizations of the Seventies will have flexible systems that can organize in a variety of ways depending on tasks, rely more on the project team approach, move toward high collaboration and low competition between interdependent units, create conditions where conflict is brought out and managed, and develop systematic planning at all levels and across organizational lines.

In Conclusion

In today's highly organized society it is becoming increasingly fashionable to examine the future. At points this is an extremely interesting and consuming endeavor. But therein lies a danger - a danger of escaping from the present through flight into the future. Consequently, it should be made abundantly clear that preparation for the future requires tough-minded attention to what is happening now. Leonard J. Duhl points out that although it is necessary to plan ahead, sometimes far ahead, "....we would do well to consider what mechanisms, what people and what decisions must be attended to today in order to shape all the years to come." This has been the precise purpose of this paper - to identify some of the matters that require action planning and developmental attention today in order to prepare the organization for the next decade. In some cases this involves preparing the organization to creatively cope with future trends. In other cases, however, it involves preparing the organization to actively intervene and change trends, thereby attempting to influence and mold the forces which will shape the future rather than passively adapting to a future which others are shaping.

The basic assumption of this paper is that by immediate action planning and developmental work on at least the eight matters identified here, the future of the YMCA, and in varying degrees the future of society, can be shaped in light of the Associations' value commitments and the needs of society. The validity of this assumption is yet to be tested.

Research and Development Services

National Board of YMCAs

October, 1968

Appendix B

Illustrative Action Alternatives

The Research and Development Committee and the Program Services Committee, meeting independently, were asked to study the working paper, "Preparing for the Seventies," and to brainstorm action alternatives for each of the eight areas. The results of these efforts were edited and given to the appropriate National Board work group to help stimulate thinking.

Group 1 To prepare for the 1970's the YMCA needs to:

DEVELOP NEW PROGRAM METHODS, OR REVITALIZE PRESENT ONES, IN ORDER TO REACH A SIGNIFICANTLY LARGER NUMBER OF TEENAGERS AND YOUNG ADULTS, PARTICULARLY YOUNG MEN

Examples of Action Alternatives: (suggested by the R&D and Program Committees)

1. Conduct a study of YMCAs in which participation by teen agers and/or young adults is growing rapidly to find out why.

2. Restructure the groups responsible for program planning and evaluation to include substantial numbers of teen agers and young adults, and instruct them to:

   a. utilize the resources of the potential consumers in developing new programs,

   b. focus on the needs of teen agers and young adults, rather than on the institutional needs of the YMCA,

   c. conduct program "where the action is", rather than primarily in an institutional setting,

   d. support self-actualization and development of responsible groups of teen agers and young adults,

   e. develop effective ways of having teen agers and young adults recruit their peers.

3. Collaborate with other organizations and agencies in development of program to serve the needs of youth of the entire community.

4. Initiate top policy level action to develop the YMCA into an institution:

   a. which works for social change rather than provides social services,

   b. which serves the needs of the community, rather than the needs only of its members.

5. Re-orient training of professional staff to make them more skillful in:

   a. serving as a process consultant, rather than as an advisor to groups of youth,

   b. acting as an effective and sympathetic communication channel across the existing gaps which separate the views, values, beliefs, and behavior of youth from adults, and inner city poor from middle class suburbanites.

Group 2 To prepare for the 1970's the YMCA needs to:

DEVELOP NEW ROLES AND FUNCTIONS THROUGH WHICH CONSTITUENTS CAN BE OF SERVICE TO OTHERS AND DEVELOP CREATIVE PROGRAMS FOR RECRUITING, ORIENTING AND TRAINING PERSONS TO PERFORM IN SERVICE CAPACITIES

Examples of Action Alternatives:(suggested by the R&D and Program Committees)

1. Sponsor a consultation on volunteerism in a pluralistic society
   a. Involve other agencies, both private and public.
   b. Survey the latest available knowledge in the field.
2. Use the best knowledge and experience available to develop models for more effective recruiting and training of volunteers.
3. Work to create new and varied images of volunteer service
   a. Develop new terms to describe some of the roles traditionally performed by volunteers.
   b. Help the public become aware of the various leadership and service opportunities that are available in the YMCA and in the community.
   c. Develop a community leaders training corps program, perhaps using YMCA camps.
   d. Experiment with around-the-clock drop-in programs which focus upon opportunities for service and self-fulfillment.
4. Develop new patterns of leadership, supported by adequate training
   a. Youth leading other youth
   b. Intergenerational leadership teams
   c. Interracial and inter-cultural leadership teams
5. Locate and disseminate the best models of one-to-one volunteer service
   a. Tutoring
   b. Volunteer counseling
   c. Big brother or substitute parent programs
6. Train YMCA professional staff in the most effective techniques of developing volunteer leadership and service, including recruiting, training, utilization, roles, etc.
   a. Within the YMCA
   b. For the total community, with the YMCA collaborating with others.

Group 3 To prepare for the 1970's the YMCA needs to:

DEVELOP NEW WAYS OF INVOLVING PEOPLE (PARTICULARLY YOUTH, YOUNG ADULTS, WOMEN AND MINORITY SEGMENTS OF THE MEMBERSHIP) IN DETERMINING THEIR OWN PROGRAMS AND POLICIES

Examples of Action Alternatives: (suggested by R&D and Program Committees)

1. Develop procedures through which the YMCA can obtain the views of many segments of the community on major policy and program issues.

2. Designate a permanent committee to work at ways for developing more diversified representation on YMCA Boards, Councils, and Committees on a continuing basis. Ideas to be more thoroughly investigated might include:

   a. Establish mandatory rotation of membership on all YMCA Boards and Committees,

   b. Change the rules and procedures by which present policy groups are chosen, and build in the quota system or other methods to insure much broader representation of various age, sex, and racial groupings,

   c. Establish as a requirement for membership in the National Council minimum standards of representation of youth, women, and racial minorities on local Boards, Committees, and Councils.

3. Dispense with traditional agenda formulation practices and allow youth to work on <u>their</u> agenda in YMCA policy making groups.

4. Experiment with ad-hoc Boards and Committees that are organized around specific tasks which reflect the needs and concerns of particular segments of the membership or community.

Group 4 To prepare for the 1970's the YMCA needs to:

DEVELOP GUIDELINES AND PROCESSES FOR TAKING POSITIONS BASED ON ITS VALUE COMMITMENTS AND GIVING LEADERSHIP TO SOCIETY IN THE DIRECTIONS IT BELIEVES SOCIETY SHOULD BE MOVING

Examples of Action Alternatives:(suggested by the R&D and Program Committees)

1. Examine guidelines for "position taking" used in the past, and establish procedures for current "position taking".

2. Establish guidelines for moving from position statements to effective action.

3. Institute a semi-annual process of issue identification as perceived by YMCA constituents, develop multi-media confrontation of these issues, report results to YMCA constituents and communities.

4. Create immediate response task forces with authority to respond around vital issues.

5. Develop "community hot line" for inter-agency response to crucial issues.

6. Become more related to deprived minority groups seeking power in society.

7. Stimulating local boards to utilize their local power or access to local power to improve community environment.

8. Commit organizational resources to staff development in value inquiry.

9. Develop design for local Associations to conduct value inquiries involving their total communities, highlighting differences or similarities in values across generational, cultural, and racial lines.

10. Make more active attempts to influence ecumenical developments in non-denominational directions. For example, co-sponsor regional and national ecumenical conferences on social values involving all types of people and organizations.

11. Request the President of the United States to call and organize a White House Conference on values in our society.

12. Sponsor a national T.V. test on social and ethical values.

13. Study the social and ethical implications being produced by scientific advances. For example, how should it be decided who should have access to and who should be denied access to a kidney machine, a heart transplant, etc.?

Group 5 To prepare for the 1970's the YMCA needs to:

ASSESS ITS TOTAL LEADERSHIP REQUIREMENTS, WITH PARTICULAR EMPHASIS ON EMPLOYED STAFF, AND TO DEVELOP IMAGINATIVE WAYS OF INCREASING THE TOTAL RESOURCES AVAILABLE TO MEET THESE REQUIREMENTS

Examples of Action Alternatives: (suggested by the R&D and Program Committees)

1. Make much wider use of computers, technicians, and volunteers to take over the routine functions and to free professional staff for other tasks.

2. Compile a computerized listing of the human resources both inside and outside the YMCA from which ad-hoc teams could be recruited for specific tasks.

3. Develop criteria for staff employment which do not rely upon formal credentials and university degrees, but which focus rather upon non-academic experience, applied behavioral science and personal competence.

4. Use college students on work-study programs within the YMCA.

5. Recruit staff on the basis of short-term commitment (similar to the Junior World Service Worker) as well as on the basis of a career commitment to the YMCA.

6. Provide more financial aid to encourage young people to enter YMCA work.

7. Eliminate status barriers from the job classification system.

8. Provide upward mobility and financial awards for competency, risk-taking and innovations.

9. Provide in-service staff training as a continuous process for all employed staff.

10. Recognize that self-actualization is the primary key to staff retention, and develop supervisory practices and job assignments that are congruent with self-actualization.

Group 6 To prepare for the 1970's the YMCA needs to:

DEVELOP METHODS OF COLLABORATING WITH OTHER ORGANIZATIONS, IN FINDING SOLUTIONS TO THE MULTITUDINOUS PROBLEMS OF URBAN CENTERS, WITH PARTICULAR EMPHASIS ON FINDING SOLUTIONS TO THE CONFLICT BETWEEN BLACK DEMANDS FOR POWER AND SELF-DETERMINATION WITH WHITE REACTIONS OF APATHY, FEAR, AND COUNTER AGGRESSION

Examples of Action Alternatives: (suggested by the R&D and Program Committees)

1. Identify various methods and levels of collaboration possible among community organizations having common objectives.

2. Develop planning models which emphasize broad community involvement.

3. Develop inter-agency programs which enable various constituencies to confront the white community with white racism and to work effectively to overcome it.

4. Develop models of communication and mediation to be used with blacks and whites, privileged and poor, suburban and inner-city residents, youth and adult authority figures, etc.

5. Give special recognition to YMCAs taking risks in experimentation with program innovations related to the urban and racial crises.

6. Document successful collaborative experiences and make these widely available for local YMCAs.

7. Make wider use of non-YMCA consultants who have gained their expertise in other organizations or in work with the urban and racial crises.

Group 7 To prepare for the 1970's the YMCA needs to:

DEVELOP MEANINGFUL WAYS TO INVOLVE THE RAPIDLY INCREASING NUMBER OF FAMILIES AND ASSIST IN STRENGTHENING FAMILY LIFE AND FULFILLING FAMILY FUNCTIONS

Examples of Action Alternatives: (suggested by the R& D and Program Committees)

1. Conduct a consultation to consider the projections about the role of families in the 1970's and to develop guidelines for local Association actions in working with families.
2. Relate to the rapidly expanding family camping movement.
3. Increase family camping facilities throughout the YMCA.
4. Provide methods of identifying family needs in local communities, and developing appropriate responses and programs.
5. Expand the concept of "family" programming to include grandparents, aunts, uncles, etc.
6. Convert downtown residents to family hostels.
7. Develop family YMCAs in which community resources are more thoroughly and effectively used.
8. Detach family program from YMCA buildings and utilize community facilities.
9. Develop programs which improve parent-child communication.
10. Encourage greater involvement of parents in youth programming.
11. Conduct experimental programs for youth with working mothers.
12. Facilitate adult education concerning the welfare system.
13. Focus upon the functions of family life rather than the structure of the family, in order to provide more helpful programs and emphases for families in which the structure is disintegrating.
14. Develop intensive training for staff and lay leaders in the areas of family development and family life education.
15. Develop adventure trips for families. For example, charter a boat for a Colorado River trip.
16. Organize family caravans to the 1969 National YMCA Convention.

Group 8 To prepare for the 1970's the YMCA needs to:

DEVELOP AND OPERATIONALIZE A VARIETY OF SELF-RENEWAL MECHANISMS IN THE NATIONAL ORGANIZATION AND DEVOTE SUBSTANTIAL RESOURCES TO A LONG TERM PROGRAM OF ORGANIZATIONAL DEVELOPMENT

Examples of Action Alternatives: (suggested by the R&D and Program Committees)

1. Development of regular process for evaluating congruency of YMCA operations with goals.
2. Replacement of permanent Boards and Committees with Task Forces. Increased assignment on basis of priority of tasks rather than assumed maintenance needs.
3. Institution of annual systematic community/institutional need surveys.
4. A constitutional convention on a periodic basis.
5. Introduction of role mobility and role rotation on a periodic basis.
6. Allocation of a minimum of 10 per cent of total operating budget to experimental Research and Development work in each Association.
7. Creation of risk capital.
8. Institution of permanent renewal role of "Associate for Revolution" in each Association, (and also the National Board?)
9. Contracts for staff which specify 3/4 time in work and 1/4 time in continuing study.
10. Annual National award for most innovative practices in local Associations (including up-grading and making effective the "traditional" programs).
11. Pooling of available financial resources on a regional basis and reallocation to local Association on the basis of community relevance in program.
12. Re-location of all buildings every few years. Buildings with geodetic domes for "portability."

Appendix C

Other Material from Work Groups

This material was taken from the reports of the Recorders of each of the work groups, and represents ideas which were discussed by the work groups but not included in their Action Recommendations to the National Board.

Other Material from Work Groups

In addition to the formal recommendations made to the National Board by the "Seventies" Work Groups, other material was also discussed. It is reported here not as formal recommendations, but as ideas which merit further consideration.

A. For Consideration by Local YMCA Boards (but not necessarily excluding Area/State or National Boards)

1. In order to develop new ways of involving people (particularly youth, young adults, women and minority segments of the membership) in determining their own programs and policies, the following ideas should be considered:

   a. An upper age limit should be established for participation in all YMCA Boards.

   b. To increase participation of groups not now represented, one third of all Board members should be invited to resign in order to be replaced by non-represented segments of the YMCA constituency.

   c. The time and place of Board meetings should be changed in order to permit participation by other YMCA constituents, rather than focusing upon the convenience of traditional Board members (bankers, lawyers, insurance men, etc.)

   d. Boards need to take the risk in their meetings of encountering less efficiency and speed in the interests of involving a variety of YMCA constituents who may not be experienced in the role of decision-making.

2. A major block in reaching larger numbers of teen-agers and young adults is our local Board members.

   Local Boards need to be energized and re-oriented by involving them in discussions like these of the National Board, which include teen-agers and young adults.

3. Careful attention needs to be given to the involvement of non-members as well as members in the decision-making processes of the YMCA.

4. YMCAs need to identify their competencies and resources (for example, physical education, the resources of the laymen - both black and white) and offer these in collaborative combinations with other agencies as resources to solve local community problems).

B. For Consideration by the National Board and General Agencies

1. The YMCA needs to determine as clearly as it can its religious orientation (i.e. its position in relation to the Christian faith, the Churches, and other Christian forces, and the Jewish community and faith) and formulate what this means in terms of YMCA membership, leadership policies, program, and collaborative work with other organizations or agencies in the community.

2. On the basis of the changing international situation and the changing role of the "Developed" countries in relation to "Developing" countries, the YMCA needs to re-formulate the guiding principles and tactics of United States involvement in YMCA World Service and in the YMCA World Alliance.

3. The YMCA needs to improve its system of communicating the so-called "prophetic actions" of our National policy-making groups to the grass-roots of our Movement. We need much more rapid and more effective communication.

4. In order to provide as great an organizational flexibility and effectiveness as possible:

a. Budgetary policy and procedures need to be established which will provide risk capital and make possible flexible uses of funds.

b. Pilot projects and strategy assistance are needed to help local YMCAs enter into effective joint relationships with other organizations and agencies to serve the needs of the community.

c. General agencies need to provide encouragement and guidance for local Associations to do more work together for greater economy, efficiency, and effectiveness. Mergers should be encouraged where they will enable separate YMCAs with marginal resources to combine into consolidated units that can serve more effectively the larger community.

C. For Consideration by the Convention Committee

The Convention Committee should establish a youth participation Travel Pool. The registration fee should increase with the age level of the delegates, so that older people should be paying more and helping to subsidize the younger.

D. For Consideration by the Program Committee

The Program Committee in cooperation with the Research Committee should obtain information and conduct pilot experimental projects which would include:

1. Developing laboratory training experiences for family units.

2. Providing pre-parent training for teen-agers.

3. Experimenting with cross-age training, providing greater opportunities for older youth to assume leadership roles in relation to younger children.

E. For Consideration by the Personnel and Management Services Committee

The kinds of emphases discussed in the various recommendations related to the 1970's indicate the need for new types of staff competence. Especially recommended for consideration are:

1. Training programs for professional staff which will provide them with more knowledge and experience in the key social issues of the day, and which will train them in the techniques of helping a variety of constituents plan their own programs.

2. Increasing the emphasis on the use of "New Careers" program to bring new staff persons into the YMCA to deal with the crisis of the cities.

Appendix D

Suggested Reading List

Suggested Reading List

Publications by the Research and Development Division, National Board of YMCAs

1. "Preparing for the Seventies," October 1968.

2. Chesler, Mark and Alan Guskin, "Program Derivation from Images of the Future: What Procedures and Conditions are Required?" August 1968. (Dr. Chesler and Dr. Guskin are Project Directors at the Center for Research in the Utilization of Scientific Knowledge, The University of Michigan.)

3. Batchelder, Richard L., "The 1970's and Beyond." (A reprint of Part I of the 1968 YMCA Year Book.)

4. Hardy, James M., "The YMCA in the Next Decade: Is This Where We Want To Be?" February 1968.

5. "Technological Innovations Likely in the Next Decade." (A tape recording made by three youth who will reach adulthood by the end of the 1970's. The content was based upon material taken from Herman Kahn and Anthony J. Wiener, "The Next Thirty-Three Years: A Framework for Speculation," Daedalus, Summer 1967, pp. 711-716.

Other Publications

1. Kahn, Herman and Anthony J. Wiener, The Year 2000: A Framework for Speculation on the Next Thirty-Three Years. New York: The Macmillan Co., 1967.

2. Michael, Donald N. The Next Generation: The Prospects Ahead for the Youth of Today and Tomorrow. New York: Random House, Vintage Books, 1965.

3. "Toward the Year 2000: Work in Progress," Daedalus (Journal of the American Academy of Arts and Sciences), Summer 1967 issue.

4. United Community Funds and Councils of America, "Projections for the Seventies," 1967.

5. "What the 1970's Will Bring," Changing Times, January 1968.

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